

12 August 2000

ODCSLOG IMA NEWSLETTER

NOTE FROM THE 149th IMA COMMANDER

IN MEMORIAM

The 149th IMAD salutes the late COL (P) Bernard Taylor, formally the Senior Reserve/National Guard Advisor to DALO-PLZ. Under his leadership the 149th IMAD integrated well with the ODCSLOG offices and accomplished much. He will be remembered as an able leader and as a friend.

Promotion of Stephen P. Ford to Lieutenant Colonel

The 149th IMA would like to take this opportunity to congratulate Steve Ford on his recent promotion to LTC.

Biography - Stephen P. Ford

I enlisted on November 11, 1974 and went to Ft. Leonard Wood for my Basic and Advanced Individual Training as a Combat Engineer 12B.

My first duty assignment was in the 20th Engineer Bn CBT) at Fort Campbell, KY. where I learned the fine points of bridge building, combat construction and

demolition.

In August 1975 I received orders for the United States Military Academy USMA) Preparatory School. I spent 10 months there being prepared academically and physical for USMA.

In July 1976 I became a cadet at USMA. I graduated in May 1980 and was commissioned as an Infantry 2LT.

After the Infantry Officer's Basic Course at Fort Benning, I was stationed in Bamberg Germany with 1/52nd Infantry Bn. I served as platoon leader, executive officer, support platoon leader and S-3 Air for the battalion before leaving in the summer of 1984.

I returned to Fort Benning and completed the Infantry Officer's Advanced Course and then commanded an Infantry Training

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Company. After command I went to Fort Leavenworth for the new CAS3 school and then returned to Fort Benning and served as Chief Test & Evaluation and later as the Scheduling Officer for the Infantry Training Center.

In 1989 I went to the Operations Research Systems Analysis Military Applications Course (ORSA MAC) to be qualified as an ORSA. I spent my last three years on active duty working as an ORSA at the US Army Concepts Analysis Agency working on TAA, Desert Shield, Desert Storm, etc.

On October 1, 1992 I left active duty. On October 2, I was promoted to Major in the USAR.

On November 2, 1992 I accepted a position as a Research Fellow at the Logistics Management Institute. I have worked as a consultant on many projects in support of various federal government agencies and departments including the USAF, DoD, HHS, etc.

Over the next three years, I completed the USAR Reserve Forces School CGSC Program and graduated in July 1995.

In the fall of 1994 I joined the 149th IMA Detachment and started working in support of Plans and Operations Division (POD).

In the fall of 1995 I became an IMA to POD.

On April 12, 2000 I was promoted to LTC with the ceremony taking place on June

17, 2000 in BG Curry's office.

Significant awards include:

MSM - 1st Oak Leaf Cluster
ARCOM - 1st Oak Leaf Cluster
AAM - 1st Oak Leaf Cluster
National Defense Service Medal -
with star
Good Conduct Medal

Army Reserve Loses One of its Key Leaders

This article was written by Lt. Col. Randy Pullen and appears on the US Army Reserve Web page.

<http://www.army.mil/usar/>

WASHINGTON (July 10, 2000) -- One of the U.S. Army Reserve's key leaders was buried with full military honors at Arlington National Cemetery today.

Col. Bernard Taylor, Jr., Deputy Chief, Army Reserve (Individual

Mobilization Augmentee), Office of the Chief, Army Reserve, passed away suddenly on June 20. He was 53. He had been assigned as DCAR (IMA) since December 1, 1999. In his civilian occupation, he was a senior logistics analyst with Government Support Services, Inc.

Following a standing room only memorial service at Fort Myer's Old Post Chapel, Taylor's flag-draped casket was borne on a horse-drawn caisson to its burial space at Arlington National Cemetery. Accompanying the caisson was a riderless horse with the traditional

reversed boots in the stirrups, signifying a fallen commander. The caisson escort included two platoons of B Company, 3rd U.S. Infantry ("the Old Guard") and The U.S. Army Band ("Pershing's Own").

Honors were rendered at gravesite, to include three volleys from a firing party and the playing of "Taps". The flag that covered the casket was carefully folded and presented to Taylor's widow, Katherine Taylor. Condolences were offered to the Taylor family by a large gathering of general officers, senior officers, friends and Taylor's fellow citizen-soldiers.

Among those offering their respects were Gen. Eric K. Shinseki, U.S. Army Chief of Staff, and the senior leaders of both Army reserve components, Maj. Gen. Thomas J. Plewes, Chief, Army Reserve, and Maj. Gen. Roger Schultz, Director of the Army National Guard. Taylor had served under Shinseki in 1997 and 1998 when Shinseki was the commanding general of U.S. Army Europe and in his final assignment, he served under both Shinseki and Plewes.

Taylor was remembered as a soldier who took on the toughest jobs and found a way to accomplish the mission, no matter how difficult the challenge, according to Col. Malcolm B. Westcott, Deputy Chief, Army Reserve.

"Bernie Taylor was an outstanding leader, a solid professional and a master

logistician who made a significant impact on the efficiency and readiness of not just the Army Reserve but of The Army," said Westcott.

Taylor's death was a blow to the entire Army Reserve community. Among those who knew him best were the men and women of the 7th Army Reserve Command in Europe. Taylor had served there as deputy commander and acting commander. Simultaneously, he was also the commander of the U.S. Army Europe Mobilization Support Center for Operation JOINT GUARD.

"Bernie Taylor was a man of action, who therefore naturally relished command," said Brig. Gen. Paul Patrick, the 7th ARCOM's current commanding general. "He provided clear direction and focus to the staff and the command when he was selected as the acting commander of the 7th ARCOM when Brig. Gen. Brautigan left for a new assignment at EUCOM.

"His [Taylor's] approach to his new position was epitomized by his statement to the staff: 'Acting commander? Let me tell you all something. Acting is for Hollywood.' He then proceeded to provide us his commander's guidance and vision."

Taylor was a graduate of the University of Akron and held a Bachelor of Arts Degree in Secondary Education. He also received his Masters Degree in Public Administration from Central Michigan University. His military education included the Infantry Officers Basic and

Advanced Courses, Command and General Staff College and the Army War College.

He was commissioned from ROTC in 1970. He served at Fort Benning, Ga., from 1970 to 1972 as an Instructor at the U.S. Army Infantry School, and later as Executive Officer, 43d Company, 4th Student Battalion (Airborne).

Taylor joined the Army Reserve in 1972 and served in a number of Troop Program Units (TPU) positions to include Commander, Headquarters and Headquarters Company, 11th Special Forces Group (Airborne), and S-4, 11th Special Forces Group (Airborne), Fort Meade, Md. In 1984, he joined the Active Guard and Reserve (AGR) program as S-4, 11th Special Forces Group (Airborne) where he served until 1988.

He served in subsequent AGR positions as Chief, Supply Branch, Office of the Deputy Chief of Staff for Logistics, 81st U.S. Army Reserve Command, East Point, Ga.; Deputy Chief of Staff for Logistics, First United States Army, Fort Meade, Md.; Deputy Commander and Acting Commander, 7th United States Army Reserve Command and Commander, USAREUR Mobilization Support Center (UMSC) for Operation JOINT GUARD, Schwetzingen, Germany.

At the time of his selection as Deputy, Chief Army Reserve (IMA) in 1999, Taylor was serving as the Deputy Director for Plans, Operations and Logistics Automation, Office of Deputy

Chief of Staff for Logistics, Headquarters, Department of the Army, Washington, DC.

His awards and decorations included the Distinguished Service Medal, the Legion of Merit with Oak Leaf Cluster, the Meritorious Service Medal with four Oak Leaf Clusters, the Army Commendation Medal with two Oak Leaf Clusters, the Army Achievement Medal, the Master Parachutist Badge, Special Forces Tab, the Army Staff Identification Badge and the German Army Parachutist Badge (Bronze).

Taylor is survived by his wife, four children and five grandchildren.

The 149th IMA FALL SOCIAL

This year the 149th IMA's Fall Social will be held on **November 4, 2000** at the West End Dinner Theater. The dress is Coat and Tie. The cost is \$34.00 per person. No cancellations. Tickets are non-refundable.

The performance will be a stage production of BRIGADOON. The West End Dinner Theater is located at 4615 Duke Street, Alexandria, VA 22304. The theater's lobby opens at 5:30pm. Dinner service begins at 6:00pm and 'BRIGADOON' begins at 8pm. If you would like to see a sample menu, the theater has a website with lots of helpful information, including menus for the current attraction and directions to the theater.

WWW.wedt.com

If you plan to attend, please mail your check for \$34.00 per person no later than Friday, October 13, to:

LTC R.K. Arnold
904 Leigh Mill Rd
Great Falls, VA 22066
(703) 761-1275

**Subject: IMPROVED PHYSICAL
FITNESS UNIFORM (IPFU)**

A. AR 670-1, 1 SEP 92, WEAR AND APPEARANCE OF ARMY UNIFORMS AND INSIGNIA.

1. THIS MESSAGE ANNOUNCES THE INTRODUCTION OF THE IPFU, WHICH REPLACES THE PHYSICAL FITNESS UNIFORM (PFU) AS A CLOTHING BAG ITEM.

2. EFFECTIVE 15 AUGUST 2000, THE IPFU WILL BE ISSUED FROM THE CLOTHING INITIAL ISSUE POINTS (CIIPS) TO SOLDIERS UNDERGOING INITIAL ENTRY TRAINING (IET), AND WILL BE AVAILABLE FOR PURCHASE IN ALL ARMY MILITARY CLOTHING SALES STORES BY ALL OTHER ACTIVE DUTY SOLDIERS. THE ARNG AND USAR WILL BEGIN ISSUE-IN-KIND IN OCTOBER 2000; ARNG AND USAR SOLDIERS UNDERGOING IET WILL RECEIVE THE IPFU THROUGH THE CIIPS.

3. THE IPFU ENSEMBLE CONSISTS OF A GRAY AND BLACK JACKET; BLACK PANTS; BLACK, MOISTURE-WICKING TRUNKS; A GRAY, MOISTURE-WICKING, SHORT-SLEEVED T-SHIRT; AND A GRAY, MOISTURE-WICKING, LONG-SLEEVED T-SHIRT.

4. INITIAL ENTRY SOLDIERS WILL RECEIVE FROM THE CIIPS THREE PAIRS OF TRUNKS; TWO LONG-SLEEVED T-SHIRTS; THREE SHORT-SLEEVED T-SHIRTS; TWO GRAY SWEATPANTS AND TWO GRAY SWEATSHIRTS (THESE ARE DIFFERENT FROM THE CURRENT PFU SWEATSHIRTS AND SWEATPANTS). THE SWEATPANTS AND SWEATSHIRTS WILL BE ISSUED AT THE CIIPS, ONLY, AND WILL NOT BE AVAILABLE FOR PURCHASE. INITIAL ENTRY SOLDIERS WILL RECEIVE THE IPFU JACKET AND PANTS FROM THE CIIPS DURING PHASE II OF BASIC COMBAT TRAINING.

5. MANDATORY POSSESSION DATE. SOLDIERS ARE REQUIRED TO HAVE ONE JACKET; ONE PAIR OF PANTS; TWO PAIRS OF TRUNKS; TWO SHORT-SLEEVED T-SHIRTS; AND ONE LONG-SLEEVED T-SHIRT BY 1 OCTOBER 2003. THE WEAROUT DATE FOR THE CURRENT PFU IS 30 SEPTEMBER 2003.

6. EACH ITEM OF THE IPFU ENSEMBLE IS IDENTIFIED WITH A NATIONAL STOCK NUMBER (NSN) AND A DEFENSE LOGISTICS AGENCY (DLA) CONTRACT NUMBER PRINTED ON A LABEL AND SEWN INTO THE GARMENT. IF THE LABEL DOES NOT CONTAIN THIS INFORMATION, THE GARMENT IS NOT THE AUTHORIZED GARMENT.

7. WEAR POLICY.

A. AUTHORIZED ACCESSORIES.

- (1) CAP, KNIT, BLACK.
- (2) COMMANDERS MAY AUTHORIZE THE WEAR OF COMMERCIAL RUNNING SHOES; CALF-LENGTH OR ANKLE-LENGTH PLAIN WHITE SOCKS WITH NO LOGOS; GLOVES; REFLECTIVE BELTS OR VESTS; LONG UNDERWEAR; AND OTHER ITEMS APPROPRIATE TO THE WEATHER CONDITIONS AND TYPE OF ACTIVITY.

IFSOLDIERS WEAR LONG UNDERWEAR OR OTHER SIMILAR ITEMS, THEY MUST CONCEAL THEM FROM VIEW WITH THE JACKET AND PANTS.

B. WEAR OF THE IPFU. SOLDIERS MAY NOT MIX OR MATCH IPFU AND PFU ITEMS. WHEN WEARING THE IPFU AS A COMPLETE UNIFORM, SOLDIERS WILL KEEP THE SLEEVES DOWN ON THE JACKET, THE LEGS DOWN ON THE PANTS, AND THEY WILL TUCK THE SHIRT INSIDE THE TRUNKS. STANDARDS OF WEAR AND APPEARANCE SPECIFIED IN PARAGRAPHS 1-7 AND 1-8 OF AR 670-1 APPLY AT ALL TIMES WHEN WEARING THE IPFU AS A COMPLETE UNIFORM.

C. OCCASIONS FOR WEAR.

(1) THE IPFU IS AUTHORIZED FOR WEAR ON AND OFF DUTY, ON AND OFF THE INSTALLATION, WHEN AUTHORIZED BY THE COMMANDER.

(2) THE IPFU IS AUTHORIZED FOR WEAR IN TRANSIT BETWEEN AN INDIVIDUAL'S QUARTERS AND DUTY STATION.

(3) SOLDIERS MAY WEAR ALL OR PARTS OF THE IPFU, ON OR OFF THE INSTALLATION, WHEN AUTHORIZED BY THE COMMANDER.

D. THE ONLY INSIGNIA AUTHORIZED FOR WEAR ON THE IPFU IS THE PHYSICAL FITNESS BADGE. WHEN THE PHYSICAL FITNESS BADGE IS WORN, IT IS SEWN ON THE UPPER LEFT FRONT SIDE OF THE IPFU T-SHIRT AND JACKET. SEE AR 600-8-22 FOR CRITERIA FOR WEAR OF THE PHYSICAL FITNESS BADGE.

E. COMMANDERS SHOULD EXPECT BOTH UNIFORMS (THE PFU AND THE IPFU) IN THEIR FORMATIONS UNTIL ALL SOLDIERS ACQUIRE THE IPFU BY

THE MANDATORY POSSESSION DATE OF 1 OCTOBER 2003 (FY 04).

7. THIS INFORMATION WILL BE INCORPORATED INTO THE REVISION OF AR 670-1.

8. HQDA POC FOR THIS MESSAGE IS MSG MESSMAN, DSN 225-6361; E-MAIL IS KITTIE.MESSMAN@HQDA.ARMY.MIL.

9. EXPIRATION DATE CANNOT BE DETERMINED.

OPMS XXI and Officer Classification & Requirements

POC for this information is MAJ Rhonda Smillie, AR-PERSCOM Proponency Office, 314-592-0693 or rhonda.smillie@arpstl.army.mil

Introduction – Officer Personnel Management System Twenty-One (OPMS XXI)

OPMS XXI is the new system designed by the Army for the officer development that will develop the officer corps needed to lead the Army into the 21st century. The Army, in order to better serve the national defense, needs to maintain the readiness of today's warfighters, while building tomorrow's warfighting force and adhere to sensible stewardship of resources and management of Army organizations. We must remain uncompromising in the tradition of values-based leadership while producing competent officers and highly trained capable units. And we

must provide all officers with challenging and fulfilling career options and reasonable opportunity for success by providing each officer constructive, realistic feedback through regular formal and informal counseling and mentoring that is needed to make informed choices. OPMS XXI replaces the system known as OPMS, Officer Personnel Management System, which produced officer generalists. One of the goals of OPMS XXI is to produce officer specialists.

Part I - Definitions Required for Discussion of OPMS XXI & Officer Classification Issues.

Area of concentration (AOC)

The AOC identifies a requirement and an officer possessing a requisite area of expertise (subdivision) within a branch or functional area. An officer may possess and serve in more than one area of concentration.

Branch (BR)

A branch is a grouping of officers that comprises an arm or service of the Army in which, at a minimum, officers are commissioned, assigned, developed and promoted through their company grade years. Due to geographic constraints, USAR officers may or may not become "branch qualified"

Career Field (CF)

A specific grouping of functionally related officer, warrant officer, enlisted and civilian positions into management categories having a common mission area. Officer requirements are placed in one

of four Career Fields: Operations, Information Operations, Institutional Support and Operational Support.

Functional Area (FA)

A functional area is a grouping of officers by technical specialty or skill, which may require significant education, training and experience.

Skill (Also referred to as ASI, Additional Skill Identifier)

Identifies a requirement and an officer possessing specialized skills to perform duties of a specific position that may require significant education, training, and experience. A skill can be related to more than one branch or functional area. An officer may have more than one skill.

Part II – OPMS XXI Overview: AC Implementation vs. USAR Implementation

According to the slide notes from the OPMS XXI Chain Teaching Program, there are many reasons why OPMS XXI was created but it is important that the USAR officer understand a few specific ones. Aspects of OPMS XXI were designed to correct AC unique deficiencies; therefore, the USAR has not implemented every aspect of OPMS XXI.

The AC unique reasons for OPMS XXI implementation are:

- 1) AC units experienced high rotational turbulence among their field grade officer leadership.
- 2) Most AC branches could not provide all of their majors at least one year of field grade,

"branch qualifying" time in key battalion and brigade positions because the number of officers in each year group exceeded the number of positions available.

3) About two-thirds of combat arms field grade officers served outside their branch in functional area or branch immaterial positions. Conversely, most combat support and combat service support officers served primarily in branch-related jobs, and spend relatively little time in branch immaterial and functional area positions. Some combat support and combat service support branches have experienced a chronic shortfall of field grade officers. There was no mechanism to cross-level officers in the field-grade ranks to rectify this situation.

4) Several FAs had to depend on promotion floors to assure that a sufficient number of officers were promoted to fill LTC and COL positions within these functional areas. The dual-track system produced relatively few officers with true dual-track expertise and experience.

5) With a shortened time-in-grade period for major, the branch-qualified major has difficulty meeting the number and variety of wickets a successful officer must pass through at the rank of major. Officer expectations and concerns about their careers were expressed in a variety of ways. These concerns included inflation in the OER system, an inordinate concern about future assignments, and anxiety about career security and the opportunity to continue pursuing a successful career as an army

officer.

Part III – OPMS XXI Specifics: AC Implementation vs. USAR Implementation

OPMS XXI initiatives.

New Officer Evaluation Report (OER): Every component of the Army has implemented this aspect of OPMS XXI.

Career Field (CF) Designation: Almost every branch and functional area has been placed in one of the four CFs. AC officers will now compete for promotion within one of the CFs (with the exception of those special branches that do not fall under OPMS XXI). Because assignment of a functional area or continued work within the officer's branch affects AC promotion opportunities at the LTC and COL level, it is decided by a board action. RC officers do not compete for promotion based on the CFs. Therefore, the USAR did not implement CF designation.

New Functional Areas (FAs): OPMS XXI brought with it seven new FAs and two revised ones. Two FAs were deleted. The implementation of the new FAs has two tasks. The first task is to recode the structure documents, the requirements, to eliminate FAs that are no longer valid (41, Personnel Programs Manager, and 54, Operations, Plans, and Training) and incorporate the appropriate new or revised FAs based on MTOE/TDA documentation. The second task is to train officers IAW the

criteria that will allow them award of the new FA(s). All three components have begun to work on these two tasks. At this time, not all the FAs can be awarded to USAR officers. This is because the new USAR qualification requirements and training have not been fully implemented.

Military Education Level (MEL) 4

Training: OPMS XXI intends to provide a quality Command and General Staff College (CGSC)-level education (MEL 4) for all AC officers selected for promotion to major. Various options have been recommended for achieving this goal. These would provide a common core curriculum for all officers, followed by an additional phase tailored for officers in each career field. Options are still under review by TRADOC. Currently CGSC is the USAR officer's MEL4 requirement.

Part IV – Officer Classification in the USAR

Award of a Branch: All officers are assigned to a branch upon commissioning. Per DA Pam 600-3, para 7-13(c), "All RC officers are assigned to a branch upon appointment. Once an officer has attended an OBC, he or she cannot be rebranched until they have either attended another OBC or completed other branch qualifying courses (such as OAC)."

Branch Transfer: the officer who desires the branch transfer initiates Branch transfers. It

is the responsibility of the officer to prove all required qualifications have been met. It is the responsibility of the approving authority to verify this.

Award of a Functional Area/ASI:

According to DA Pam 600-3, 7-13c (4), around the 8th year of service, RC officers may apply for functional area (FA) designation. Although a functional area is not a branch, it is an area of specialization requiring additional training or experience.

Part V – Where to get more Information

The official OPMS XXI website:
www.perscom.army.mil/opmsxxi

The Army Publications:
<http://books.army.mil/cgi-bin/bookmgr/Shelves>

LOGISTICS OPERATION CENTER SOP

Anyone reporting for duty in the Logistics Operations Center (LOC) should find a copy of the standard operating procedure (SOP) manual at their desk. The SOP was written by the 149th IMA Detachment to document LOC operations. It covers the standard requirements as well as such things as where to find supplies and how to get computer equipment to work. This SOP is especially useful during the night shift when more experienced LOC personnel are often not available for

guidance.

NEW ODCSLOG IMA COORDINATOR

Mr. Major Evans was assigned as the ODCSLOG, IMA Coordinator on 6 December 1999. He was previously assigned to the Adjutant General Division, Fort Belvoir, Virginia as the Chief, Personnel Operations Branch. As a former AMC, DCSPER, Sergeant Major, Mr. Evans brings a wealth of experience to the IMA Coordinator position. His goal is to ensure that all ODCSLOG IMA personnel receive the best customer service possible. Mr. Evans may be contacted at COMM 703-614-6678 or DSN 224-6678. The email address is evansm@hqda.army.mil.

REQUEST for EMAIL ADDRESSES:

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I prefer to have a hard copy of the newsletter mailed to me.

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Please mail request to:

DEPUTY CHIEF OF STAFF FOR LOGISTICS
Attn: DALO-ZAR 149th Admin Section
500 ARMY PENTAGON
WASHINGTON, DC 20310-05000

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The "ODCSLOG IMA Newsletter" is produced by the 149th IMA Detachment. Comments can be directed to:

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